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UNITED STATES DEPARTMENT OF AGRICULTURE  
AGRICULTURAL ADJUSTMENT AGENCY  
WASHINGTON, D. C.

September 30, 1944

To: Division Directors  
From: Chief  
Subject: Organization and Functions of AAA

The first principle of sound administration and good management is for employees to fully understand their job and the things for which they are responsible.

Every committeeman and employee of the Agricultural Adjustment Agency should understand the organization, objectives, and functions of the Agency. We must each have a clear picture of our own duties and the way in which these duties fit in with the jobs to be performed by others. Only under such circumstances can we work efficiently and render maximum service to farmers and to the Nation.

I feel that plain, concise statements of job responsibility in the AAA are set forth in the attached outlines. It is noteworthy that each one is contained on a single piece of paper. The fine cooperation of the personnel of all divisions in the preparation of these statements is highly commended.

You are requested to make copies of the statements available to committeemen and employees in your region and to see that each activity is conducted accordingly.

*N. E. Dodd*

Attachments



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## THE AGRICULTURAL ADJUSTMENT AGENCY

The Agricultural Adjustment Agency is the agency through which programs prescribed by the Congress under the Agricultural Adjustment Act of 1938, as amended, and Sections 7-14, inclusive, of the Soil Conservation and Domestic Allotment Act are administered with funds provided annually by the Congress. The conservation programs assist farmers in carrying out soil-building and soil and water conservation practices which maintain, protect, and rebuild the Nation's soil resources. The adjustment programs help farmers to adjust production--upward or downward--by voluntary cooperative action to aid in providing an abundant and steady supply of farm products at prices fair to both farmers and consumers. Production goals, acreage allotments, marketing quotas and payments are authorized for achieving these objectives. The Agency also administers in the field other programs assigned to it by the War Food Administrator or the Secretary of Agriculture, such as commodity loans and other price support programs and various emergency programs.

### Administrative Organization

Under law, the local administrative responsibility is placed with farmers through community, county, and State committees. Farmers participating in programs in the community elect annually from their number, a community committee of three members. They also elect a delegate to the county convention. These delegates elect from the farmers participating in the programs in the county, a county committee of three members. The county agent is an ex-officio member of the committee unless elected secretary of the committee. There are approximately 35,000 community committees and 3,000 county committees.

A State committee, composed of not less than three or more than five farmers who are residents of the State, is appointed by the Secretary of Agriculture to administer the programs in the State with the aid of county and community committees. The State Director of the Agricultural Extension Service is an ex-officio member of the committee.

The 48 States are grouped into five regional divisions. Each division is administered by a regional director with supervisory responsibility over the programs and work of the [REDACTED] committees within the region. The directors are under the supervision of the Chief of the Agricultural Adjustment Agency who is appointed by the Secretary of Agriculture and charged with the national responsibilities for the administration of the programs. States comprising each region are;

Northeast Region--Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont; East Central Region--Delaware, Kentucky, Maryland, North Carolina, Tennessee, Virginia, and West Virginia; Southern Region--Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, Oklahoma, South Carolina, and Texas; North Central Region--Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, Ohio, South Dakota, and Wisconsin; and Western Region--Arizona, California, Colorado, Idaho, Kansas, Montana, Nevada, New Mexico, North Dakota, Oregon, Utah, Washington, and Wyoming.

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## Functions

Community AAA committees provide local leadership in developing and supervising farm programs adapted to the needs of their community. In cooperation with the county committee, they fit programs to local conditions and recommend improvements and additions suggested by farmers. They explain the objectives and provisions of the farm programs and actively assist farmers in making effective use of them. Community committeemen conduct community meetings and elections and assist in conducting referendums. They cooperate with other community leaders in integrating farm program activities.

County AAA committees initiate programs adapted to the needs of the county and under supervision of the State committees are responsible for the administration of these programs. With the aid of community committeemen, they keep farmers and others informed of the objectives, provisions, and progress of farm programs. They determine results of AAA programs in the county; submit reports as required; conduct meetings, elections, referendums, hearings, and investigations. They are responsible for the operation of the office of the county agricultural conservation association; employment of necessary personnel; and keeping county administrative expenses within amounts budgeted for this purpose. County committeemen cooperate with other local agricultural agencies and leaders in integrating all farm programs.

State AAA committees develop programs adapted to State conditions and needs. Through farmer fieldmen, they supervise and coordinate program activities in the counties. They keep local committeemen and the general public informed of the objectives, provisions, and progress of farm programs. They determine results of AAA programs in the State; submit reports as required; and conduct meetings and investigations. They are responsible for the operation of the State AAA office; employment of necessary personnel; and keeping State administrative expenses within the amounts budgeted for this purpose. State committeemen cooperate with other agricultural agencies and State leaders in integrating all farm programs.

Regional AAA offices formulate and recommend programs adapted to the needs of the States of the region. They coordinate and supervise program activities in the region and cooperate with other agencies in integrating the provisions of all farm programs. They are responsible for keeping State committees informed of the objectives, provisions, and progress of farm programs. They issue instructions and operating procedures; determine results of AAA programs in the region; submit reports on program activities and results; conduct meetings and investigations relating to programs; and budget funds and account for expenditures in the region.



FUNCTIONS OF COMMUNITY AAA COMMITTEE

I. Agricultural Conservation Program

Conservation Practices: Determine community conservation needs and recommend practices and conservation materials and services required to meet these needs; and assist farmers in making the best use of the program on their farms.

Allotments and Yields: When applicable, recommend farm allotments and normal yields.

Performance: Assist farmers in reporting performance, and the county committee in verifying performance.

II. Marketing Quotas

When applicable, assist in conducting referendums, and in administering programs.

III. Production Goals

Determine the community's share of county production goals and facilities needed to attain them; and discuss with farmers adjustments needed to attain community production goals.

IV. Loans and Other Supports

Assist in administration of loan and other support programs.

V. Emergency Programs

Assist in administration of programs relating to feeds, transportation, and surplus war property, and other emergency programs.

VI. General

Arrange for and encourage participation in county association elections in the community; inform farmers and others of the purposes, provisions, and progress of programs; and cooperate with other local agricultural leaders in integrating all farm programs.





FUNCTIONS OF COUNTY AAA COMMITTEE

I. Agricultural Conservation Program

Conservation Practices: Determine county conservation needs; recommend program practices, methods for establishing farm allowances and rates of payment for practices; determine farm allowances; designate most needed practices; recommend pooling agreements for carrying out community practices; and recommend materials and services to be furnished, sources of supply, and fair prices.

Allotments and Yields: When applicable, determine and notify farm operators of acreage allotments and normal yields.

Performance: Assist farmers in reporting performance; review and pass upon farmers' reports; and make necessary spot checks.

II. Marketing Quotas

When applicable, conduct referendums. If farmers vote quotas into effect, issue marketing cards; obtain and audit records of production and sales; determine and report violations; and determine, collect, and make appropriate disposition of penalties.

III. Production Goals

Recommend county production goals and the facilities needed to attain them; and instruct and assist community committeemen in establishing community goals and in contacting farmers regarding production plans.

IV. Loans and Other Supports

Loans and Purchases: Determine eligibility of producers; determine storage needs and approve storage facilities; supervise the erection, maintenance and sale of CCC storage bins; inspect and sample loan commodities to determine quantity, grade, and loan value; provide for liquidation of loans; arrange for grading, storing, and shipping commodities acquired by Government; and assist producers and handlers in working out methods of marketing.

Processor Contracts: Encourage grower-processor contracts for needed vegetable acreage at not less than support prices and make recommendation on processor contracts and applications by processors for certification.

Fresh Fruits and Vegetables: Anticipate marketing difficulties and recommend action to be taken; and if necessary, assist growers and handlers in programs for the salvage of fresh fruits and vegetables.

Sugar Program: Determine eligibility of producers for conditional sugar payments; recommend areas in which adjusted payments should be made because of partial or total crop failure.



Dairy Production Payments: Determine eligibility of producers, verify evidence of sales, and make payments.

V. Emergency Programs

Feeds: Appoint a county feed advisory committee and with its assistance determine needs for protein meal and arrange for distribution of meal allocated to the county; report estimated needs for feed wheat and approve applications of eligible users; and initiate action for meeting other emergency feed problems.

Transportation: Appoint a county farm transportation committee and with it assist farmers in obtaining and conserving transportation facilities, tires and gasoline, and in developing plans for meeting farm transportation needs.

Surplus War Property: Recommend items of surplus property which should be offered for sale to farmers in the county and cooperate in arranging for such sales.

Miscellaneous: Assist farmers in obtaining lumber, farm machinery, farm supplies and farm construction permits; and initiate action to meet other emergency farm problems.

VI. General

Provide adequate association offices and employ necessary personnel; maintain and safeguard the records and property of the association; arrange for and encourage participation in association elections and committee meetings; prepare association budgets, certify monthly expense accounts and collect, safeguard, and make appropriate disposition of funds; supervise work of community committeemen and employees; assist farmers in preparing applications, loan documents, and other required forms, and act upon them; approve and record assignments of ACP payments; maintain register of indebtedness and make collections; ~~obtain and compile data required for operation of programs~~; hear and pass upon appeals filed by farmers respecting their rights or benefits under programs administered by the committee; inform farmers and others of the objectives, provisions, and progress of programs; recommend changes to make programs more effective in the county; report critical farm problems and keep the State committee currently informed on progress of work; and cooperate with other local agricultural agencies and farm leaders in developing and integrating all farm programs.



FUNCTIONS OF STATE AAA COMMITTEE

I. Agricultural Conservation Program

Conservation Practices: Determine State conservation needs; recommend program practices and practice specifications, methods for establishing farm allowances and rates of payment for practices; review and pass upon pooling agreements for practices; and recommend conservation materials and services to be furnished and supervise procurement and delivery.

Allotments and Yields: When applicable, determine county allotments and normal yields; and review farm allotments and yields.

Performance: Instruct committeemen and others on methods to be used in determining acreages and the extent of conservation practices carried out; and review performance results.

II. Marketing Quotas

When applicable: certify results of referendums; instruct county and community committees, warehousemen, buyers, dealers, and others concerning provisions of program; review and approve farm quotas; supervise administration of quota program; schedule penalty collections to appropriate account; audit and certify claims for refunds; prepare reports on violations; and recommend marketing quota review committees for appointment by Secretary.

III. Production Goals

Approve county production goals and determine State goals; make plans and recommend facilities needed to attain production goals; and summarize and appraise county reports to determine success of program.

IV. Loans and Other Supports

Loans and Purchases: Approve acceptable types of storage structures; recommend kind of supports which should be used; determine grade and grade factors for commodities on which loans are to be made; supervise acquisition and sale of CCC bins and equipment; establish policy for reinspection of loan commodities; and supervise the storage and shipment of commodities acquired by Government.

Processor Contracts: Review proposed processor contracts ~~with~~ ~~to~~ to determine if requirements for certification are met; and assist processors in obtaining acreage when necessary.

Fresh Fruits and Vegetables: Recommend and supervise special programs for marketing and salvage of fresh fruits and vegetables.



Sugar Program: Supervise the administration of the sugar program and approve areas in which adjusted payments should be made because of partial or total crop failure.

Dairy Production Payments: Supervise the operation of the dairy production program and account for all draft forms.

#### V. Emergency Programs

Feeds: Appoint a State feed advisory committee and with its assistance determine and report needs for protein meal and arrange for distribution of meal allocated to the State; report estimated needs for feed wheat and supervise distribution; and recommend action for meeting other emergency feed problems.

Transportation: Supervise county farm transportation committees and work of AAA personnel relating to transportation facilities, tires and gasoline for farmers; and cooperate with other agencies on farm transportation problems.

Surplus War Property: Supervise activities relating to sale of surplus war property to farmers and cooperate with other agencies in sponsoring these sales.

Miscellaneous: Supervise operation of emergency programs relating to lumber, farm machinery, farm supplies and farm construction permits assigned to county committees; and recommend action to be taken to meet other emergency farm problems.

#### VI. General

Provide adequate State AAA offices and employ necessary personnel; through farmer fieldmen, supervise and coordinate program activities in the counties; arrange for elections of county and community committees; prepare State office budgets and allocate administrative funds among county agricultural conservation associations in the State; authorize travel by employees; administer Department and Civil Service rules, regulations and procedures applicable to employees; conduct periodic audits of county association records and supplies; audit, schedule, and certify applications for payment, vouchers for specified conservation materials and services, State office payrolls, and county association expense vouchers; make authorized set-offs and deductions for assignments against program payments; administratively approve vouchers for State office expenses; hear and pass upon appeals filed by farmers respecting their rights or benefits under programs administered by the AAA; provide county and community committees and the general public with information on objectives, provisions, and progress of programs; prepare and submit required reports; report critical farm problems and keep regional director currently informed on progress of work; and cooperate with agricultural agencies and farm leaders in developing and integrating all farm programs.